

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 18 March 1998, immediately following the Closed Session,
in Room GM 407-1, SGW Campus

Attendance

Present: Mrs. Lillian Vineberg, *Vice-Chairwoman*, Ms. Rebecca Aldworth, Dr. Tannis Arbuckle-Maag, Dr. Michael Brian, Dr. William Byers, Mrs. Marianne Donaldson, Dr. Leonard Ellen, Dr. Terrill Fancott, Mr. Leo Goldfarb, Mr. George Hanna, Mr. Peter Howlett, Mr. Paul Ivanier, Dr. Lawrence Kryzanowski, Mr. Ronald Lawless, Mr. George Lengvari, Dr. Frederick Lowy, *Rector and Vice-Chancellor*, Mrs. Hazel Mah, Sister E. McIlwaine, Ph.D., Mr. Donald W. McNaughton, Mr. Eric Molson, *Chancellor*, Mr. Brian Neysmith, Mr. Dino Nizzola, Ms. Susan O'Connell, Mr. John Parisella, Mr. Benoit Pelland, Mr. Jean-François Plamondon, Dr. Elizabeth Saccá, Mr. Jonathan Wener

Officers of the University: Prof. Marcel Danis, Mr. Charles Emond, Mr. Larry English, Dr. Jack Lightstone

Observer: Me Pierre Frégeau

Absent: Mr. Reginald K. Groome, *Chairman*, Dr. Francesco Bellini, Mr. Alain Benedetti, Mr. Ronald Corey, Mr. David Hinton, Mr. Jacques Ménard, *Vice-Chairman*, Mr. Richard Renaud, Mrs. Miriam Roland, Mr. Robert Simioni, Mr. Robert Sonin, Mr. Brian Steck, Mrs. Susan Woods

Guests: Dr. Donat Taddeo, *Executive Vice-Chair, Capital Campaign*

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

- BG-98-2-D10 Recommendation of Senate regarding the composition of the Fine Arts Faculty Council
- BG-98-2-D11 Draft resolution concerning Bond Issue Series 5D
- BG-98-2-D12 *Convention de fiducie supplémentaire du 26 mars 1998*
- BG-98-2-D13 Preliminary executive summary of the Report of the Task Force on the Revitalization of the Loyola Campus

1. Call to Order

The Open Session was called to order at 8:15 a.m.

1.1 Chairman's remarks

In absence of the Chairman, Mr. Groome, Vice-Chairwoman Lillian Vineberg chaired the meeting.

1.2 Approval of the Agenda

The Agenda was approved as submitted.

1.3 Approval of the Minutes of the Open Session of the previous meeting (18 February 1998)

A faculty member said the Minutes regarding adoption of the Code of Ethics and Professional Conduct regarding members of the Board of Governors of Concordia University Code of Ethics were inadequate; the Minutes failed to make a clear statement regarding the definition of “conflict of interest”. The Secretary was asked to elaborate the third paragraph of Item #2.1. The following statements were added: “*The Rector stated that every Board member may be said to possess some level of self-interest which could on occasion be technically construed to represent a conflict of interest. He specified that Governors were not expected to withhold their views or their votes in instances where their self-interest was of a general, non-exclusionary nature. Dr. Lowy gave the example of faculty and staff as members of the Pension Plan, whose participation in Board discussions and voting was definitely not to be constrained thereby. A Board member suggested the type of self-interest being targeted by the Code created “personal self-enrichment at the expense of others”.*

Upon motion duly moved and seconded (Brian, Arbuckle-Maag), it was unanimously RESOLVED:

R98-15 *THAT the Minutes of the Open Session of the previous regular meeting of the Board, held on 18 February 1998, be approved as modified.*

2. Business arising from the Minutes

There was no business arising from the Minutes.

3. Recommendation from Senate: Approval to revise the composition of the Council of the Faculty of Fine Arts

Upon motion duly moved and seconded (Lowy, Ellen), it was unanimously RESOLVED:

R98-16 *THAT, on the recommendation of Senate, the composition of the Council of the Faculty of Fine Arts be modified as set out in Document BG-98-2-D10.*

4. Approval of Bond Issue Series 5D

Upon motion duly moved and seconded (Neysmith, Pelland), it was unanimously RESOLVED:

R98-17 *WHEREAS, on 17 September 1997, the Board of Governors gave a mandate to the Ministry of Finance to negotiate a bond issue in the amount of \$10 million, on behalf of Concordia University;*

BE IT RESOLVED

THAT the Board authorize the University to borrow the sum of \$10 million by way of Bond Issue Series 5D, dated 26 March 1998, as set out in Documents BG-98-2-D11 and BG-98-2-D12.

5. Final Report of the Rector's Advisory Task Force on the Revitalization of Concordia University's Loyola Campus

Mrs. Vineberg, Chair of the Task Force, told the Board that final details of the report were still being worked out. She pointed out that some of the members had not yet seen the Executive Summary (distributed as BG-98-2-D13), and counselled Board members that unanimous support for the text could not yet be assured.

The Summary identified five possible scenarios for development of the Loyola campus, all of which had been considered thoroughly. The Task Force strongly supported one which would see the Sciences, the Performing Arts, Communication Studies and Journalism, as well as a service component of the Humanities and the Social Sciences, housed there.

Mrs. Vineberg said the Task Force was keenly aware of the importance of timely submission of its report, which would be deposited with the Rector at the earliest possible date. Dr. Lowy replied that the administration would attempt to formulate its response for distribution to the Board before the next meeting.

There were a few questions from faculty members: Would the Task Force's conclusions be supported by statistics? Yes, they would. Had the overall distribution of graduate programs in Montreal been considered when departmental locations were discussed? It was noted that past experience showed collaboration involving Loyola was disadvantaged by the distance of the campus from the metro line. Mrs. Vineberg recommended the question be submitted in writing to the Task Force.

6. Progress Report on the Capital Campaign

Capital Campaign Executive Vice-Chair Donat Taddeo reported that, to date, the Campaign had raised \$38.96 million, over seventy percent of our objective. Advertisements featuring the Campaign Leadership in the Financial Post, The Globe and Mail, *le Journal de Montréal*, *La Presse*, and The Gazette, had attracted very positive reviews.

Regarding the University Community Division, Dr. Taddeo reported that (i) one hundred percent participation was anticipated from the Board of Governors. Pledges from the Board were already approaching \$4 million; (ii) four information sessions for faculty and staff had been scheduled in the month of March as a follow-up to last year's solicitation; and (iii) information sessions were held on 24 and 25 February to bring students up to date on the progress of the Campaign.

Dr. Taddeo reported further that active solicitation of Major Gifts was underway, and recruitment of canvassers for the Special Gifts division was going very well.

The Executive Committee of the Toronto Campaign met on 25 February 1998, and made significant progress on canvasser assignments. Prospect reviews were taking place in New York, Calgary and Vancouver.

7. Reports on Concordia's compliance with certain legal obligations

7.1 Chief Financial Officer Larry English reported that, upon review, he had concluded that

appropriate procedures were being applied in the computation and remittance of taxes withheld from employees, employers' contributions, and GST and QST claims. He specified that the University had complied with its statutory obligations: (i) in the area of employee and employer remittances under federal and provincial tax legislation, for the period from 1 December 1997 to 28 February 1998, inclusive; and (ii) as regarded the federal Goods and Services Tax and the Québec Sales Tax, the University has claimed rebates (net of amounts payable) for the period from 1 November 1997 to 31 January 1998, inclusive.

A Governor requested that the CFO's compliance report be Minuted and cleared by legal counsel.

7.2 Report on compliance with environmental legislation and health and safety regulations

Vice-Rector, Services, Charles Emond highlighted six issues in his report, as follows.

(i) As required by law, Hall Building chillers were being replaced using a new refrigerant.

(ii) Concordia's CSST assessment rates had declined, reflecting a reduction in work-related accidents. A marked decline in working days lost was also noted; this was credited in part to the new Return to Work program, instituted by the Director of Environmental Health and Safety. Mr. Emond said there are still a significant number of work-related injuries caused by lifting.

(iii) Following an investigation into the quality of the air in the arena, it had become clear that problems could develop if the situation were not monitored. Air quality was at acceptable levels, but the release of fumes caused by regular shaving of the ice surface necessitated careful attention to ventilation.

(iv) All personnel had been moved out of the Centennial Building.

(v) A detailed report on the ice storm, including several recommendations, had been produced. A copy would be appended to the Minutes.

(vi) The exigencies of the ice storm had provoked thorough review of Concordia's emergency preparedness. Mr. Emond said an excellent program had been developed which, with practice, would greatly improve our ability to handle emergency situations.

8. Reports of the Standing Committees

8.1 Benefits and Pension Committees

Committee Chairman Ron Lawless reported on the business of the 11 March 1998 Pension Committee meeting. The Committee heard from Pension Fund portfolio managers. One manager was under the special scrutiny of a sub-committee, whose report was expected to be submitted to the Pension Committee in time for the Board to be informed of its findings at the May 1998 meeting.

For the Benefits Committee, Mr. Lawless said there was nothing to report.

8.2 Collective Bargaining Committee

Chairwoman Marianne Donaldson reported that the Collective Bargaining Committee met on 16 March. She was pleased to announce the ratification of a new collective agreement by the members of the Concordia University Part-time Faculty Association. The agreement, signed on 16 March 1998, would be in effect until the year 2002. Ms. Donaldson said the Committee was optimistic the agreement with the Concordia University Faculty Union would soon be ratified as well.

There had been discussion about merging five small unions into one. Negotiations toward that objective, involving Concordia unions affiliated with Canadian Marine Officers' Union, were expected to begin soon.

9. Report of the Rector

Dr. Lowy observed that the last two federal budgets had, by tax incentives and direct subsidies, been favourable to universities. One expression of the current focus on the needs of university students, Dr. Lowy said, was the Millennial Scholarships Fund which would expend about three billion dollars over the first ten years of the new millennium to provide primarily needs-based scholarships. The initiative was being applauded by the academic community across the country as an important contribution toward a reduction of student debt. Debate continued, however, between the federal and provincial governments on questions of jurisdiction. Dr. Lowy said he hoped students would not be disadvantaged by the controversy.

The Rector noted that the CEGEP system, by providing an additional year of tuition-free education, gives Quebec students a financial advantage over other Canadian students. Universities in the province were disadvantaged by the tuition freeze; the average per capita expenditure by universities on students was only \$7,800 compared with the national average of over \$10,000.

On a positive note, Dr. Lowy announced that the Women's Stingers hockey team -- which recently won the inaugural national tournament in women's hockey -- had been nominated for entry into the Hockey Hall of Fame in Toronto.

Governor Rebecca Aldworth, President of the Concordia Student Union (CSU), asked whether the administration was prepared to include the "Greening of MacKay" in the five-year Master Space Plan. The CSU had accepted responsibility for collecting student fees to support that project, and wanted an assurance that it would be built into the Plan submitted to the provincial government. The Rector replied that the Plan had not yet been received for discussion by the Rector's Cabinet, so he was not able to give that assurance. Dr. Lowy told the Board, however, that he had learned in a 17 March meeting that Montreal Mayor Pierre Bourque is favourable to the "Greening of MacKay".

10. Report of the Vice-Rectors and the Chief Financial Officer

10.1 Provost and Vice-Rector, Research, Jack Lightstone reported as follows.

(i) The University, under the direction of Dean of Graduate Studies and Research Claude Bédard was working hard to prepare applications for submission to the

Canadian Fund for Innovation (CFI). The deadline for receipt of applications for funding of infrastructure, capital costs and hiring of new faculty was 1 April; these applications would be submitted first to the provincial government. Financing for approved projects would be provided jointly by Quebec (40%), CFI (40%) and Concordia (20%).

Someone enquired how faculty were expected to complete CFI application forms which asked how proposals fit into the University academic plans and priorities, when that information wasn't available to them. Dr. Lightstone agreed University priorities should be communicated as soon as possible, and said he would act on it.

(ii) Staffing plans for administrative and support personnel in the academic sector were nearing completion.

(iii) There was cooperation between the Education Departments of McGill and Concordia Universities in the areas of pre-school and primary education programs. Agreement in principle had been reached to enable students to register at their home Universities for courses to be taken at either University; work to adapt the Student Information System was underway.

(iv) A 5 March workshop to educate academic administrators about how to implement the Concordia University Code of Ethics was judged to have been very successful. It was agreed that similar workshops, using case-study methodology, would be given in the Faculties.

(v) Sunday, 15 March 1998 marked the end of the last "make-up" weekend, to compensate for class time lost due to the ice storm. Dr. Lightstone thanked students, staff and faculty for their generous cooperation throughout.

(vi) The Conservatory of Cinematographic Art (CCA) was closed on 17 March. This was a sad occasion, but the closure was consistent with the decision to eliminate operations not essential to the teaching or research mission of the University. Dr. Lightstone praised Dr. Serge Losique, the founder and director of the CCA. The substantial archives Dr. Losique had assembled would be managed by the Instructional and Information Technology Services unit, which employs a professional film archivist. In answer to a question, the Provost said the CCA's three full-time employees had been informed and were protected under collective agreements or Human Resources policies. The Director remained a tenured faculty member.

- 10.2 Vice-Rector, Services, Charles Emond, took great pleasure in announcing the victory of the Concordia Women's Stingers Hockey Team at the first Canadian Interuniversity Athletic Union's national women's hockey tournament. He congratulated the team and coaches, and also commended behind-the-scenes organizers who produced a superb presentation at modest cost.
- 10.3 Vice-Rector, Institutional Relations, Marcel Danis reported that University representatives would meet with delegates from Mr. Bissaillon's negotiating team on 30 March 1998, to examine the possibility that the Pension Plan lawsuit could be settled out of court.
- 10.4 Chief Financial Officer Larry English told the Board that Concordia and McGill

Universities had jointly acquired a new Financial Information System, to be implemented in the coming months. The FIS would ensure the University becomes year-2000 compliant. Concordia hoped to take advantage of an option to integrate the Student Information System.

11. Correspondence

There was no correspondence.

12. Any other business

An external Board member asked for an elaboration of the per capita spending on students. Dr. Lowy explained it is a crude measure of the University's ability to provide for students, derived from division of total revenues by the number of students enrolled. He added that while dollars do not equate with quality, there is a clear correlation. Dr. Lowy said universities in Quebec must evaluate when their ability to "do more with less" has been exhausted, expressing his own amazement that Concordia had done so well despite its shrinking budget.

A discussion ensued which revealed that budget constraints had seriously affected universities' ability to keep talented faculty in the province. Allowing classroom quality to diminish would threaten our competitiveness and encourage the best students to study elsewhere.

Comparisons with the commercial sector were explored. While it was agreed that enterprises should operate within their means, there were normally two possible approaches to doing so - one beginning with consideration of costs, and the other, of prices. When comparing universities with businesses, one had to acknowledge that universities in Quebec have no control over the selling price of the services they provide and so could not reinvest to ensure our product quality remains competitive, to improve infrastructure or technology.

A Governor suggested mobilizing external members of the Board to network throughout the Quebec community, to develop strategies to engage public attention and to influence government policy. Another agreed, saying the University should also take advantage of the window of opportunity created by favourable climate at the federal level. Widely divergent views on tuition levels were expressed, as was concern that there appeared not to be a common front uniting students, faculty and administrators.

It was proposed that an ad hoc committee of the Board be established to study these issues. The Acting Chair agreed that the subject should be discussed at greater length at a future Board meeting. The Governors sought both direction and information from the administration, such information as relative and absolute size of the average student's debt upon graduation. In addition, Board members wanted to know if research had been done on the impacts of student debt.

13. Date of next meeting

The next meeting of the Board will be held at 8:00 a.m. on Wednesday, 15 April 1998, in Room GM 407-1, on the SGW Campus.

14. Adjournment

There being no other business, the meeting adjourned at 10:00 a.m.

Submitted by Amely Jurgeliemk, the Secretary of the Board of
Governors and Senate, for approval by the Board at its meeting of
15 April 1998